



THE UNDER SECRETARY OF DEFENSE
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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
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UNDER SECRETARY OF DEFENSE (PERSONNEL & READINESS)
ASSISTANT SECRETARY OF DEFENSE (COMMAND, CONTROL,
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GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
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DIRECTOR OF OPERATIONAL TEST AND EVALUATION
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SUBJECT: Acquisition Reform Week III - May 4-8, 1998, "Leading and Embracing Change:
Institutionalizing and Accelerating Acquisition Reform

Acquisition Reform continues to be a critical element of the Department's strategy to meet the needs of the warfighter by providing goods and services better, faster and cheaper. To ensure the strategy is successful I think it is vitally important that we take time to discuss at every level of the chain of command the application of our ongoing acquisition reform initiatives and to determine how best we can accelerate their implementation. Therefore, May 4-8, 1998 has been designated as the Department of Defense Acquisition Reform Week III. The theme for that week is: "Leading and Embracing Change: Institutionalizing and Accelerating Acquisition Reform."


Sometime between May 4-8, I would like your government-industry teams to cease their normal operations for one day and focus on our acquisition reform initiatives - those most critical to the effectiveness of their team, to share implementation successes, and to determine how best they can be applied to the team's mission.

Commanders and managers at all levels will be responsible for planning, conducting and participating in the day's activities. To that end, we will not dictate the day's agenda. Each team will design their own activities consistent with the needs of their organization. Those activities may include: case studies, discussions of lessons learned, panels, speeches, classes and simulations. We must emphasize the day-to-day application of our initiatives while training as we work - as a team.

To support you, the Defense Acquisition University's Acquisition Reform Communications Center (ARCC) will be providing you with a "Teaming Package" of materials and educational tools that will be helpful. Those materials will include case studies, video tape presentations and simulations that highlight implementation of our acquisition reform initiatives. Teams may use these materials to supplement or add focus to their own training programs both during AR Week III and throughout the remainder of the year. Instructor guides will be provided to assist managers in designing and leading their own training. This training package, together with our satellite broadcasts and other service/agency-hosted training events supports the Secretary's National Performance Review goal of providing 40 hours of continuing education and training to the acquisition related workforce.

During acquisition reform week I want each team to develop an action plan that sets hard targets and tough standards for achieving their acquisition reform objectives. Plans should include metrics that can be periodically reviewed to evaluate progress. I believe such an approach is fundamental to institutionalizing and accelerating our acquisition reform initiatives.

We've accomplished a great deal, but we still have a long way to go. Let's capitalize on the opportunity offered by AR Week III to sustain our momentum, and take the next step on the road to providing better, faster and cheaper products to our customer-the warfighter.



J. S. Gansler